



# COBB COUNTY POLICE POLICY & PRACTICES ASSESSMENT

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PUBLIC SAFETY DIRECTOR SAM D. HEATON



# DIRECTIVE:

- » Inventory and evaluate policies, practices and ongoing activities within the Police Department, and then present to the Board of Commissioners on January 26, 2016, a plan to conduct a broad and comprehensive assessment of the policies, procedures and practices of the Cobb County Police Department as they relate to recruitment, diversity training, community engagement and the citizen complaint process.



# METHODOLOGY

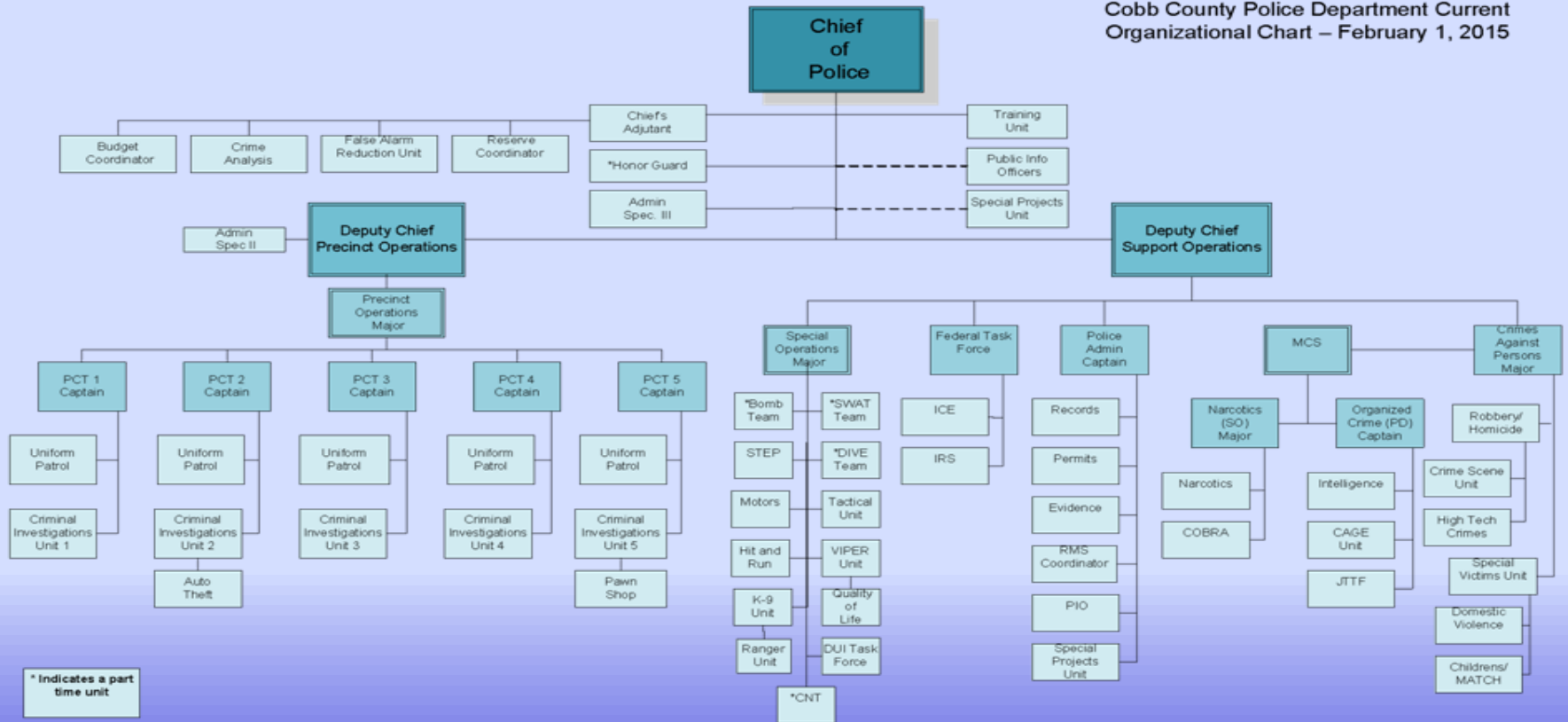
- » Overview of the Department
- » Quick Assessment – policies, recruiting, training, community involvement, and other practices
- » Recently Initiated Projects
- » Citizen Meeting
- » Goals of Assessment
- » Options and Scope of Assessment

# COBB COUNTY POLICE DEPARTMENT OVERVIEW

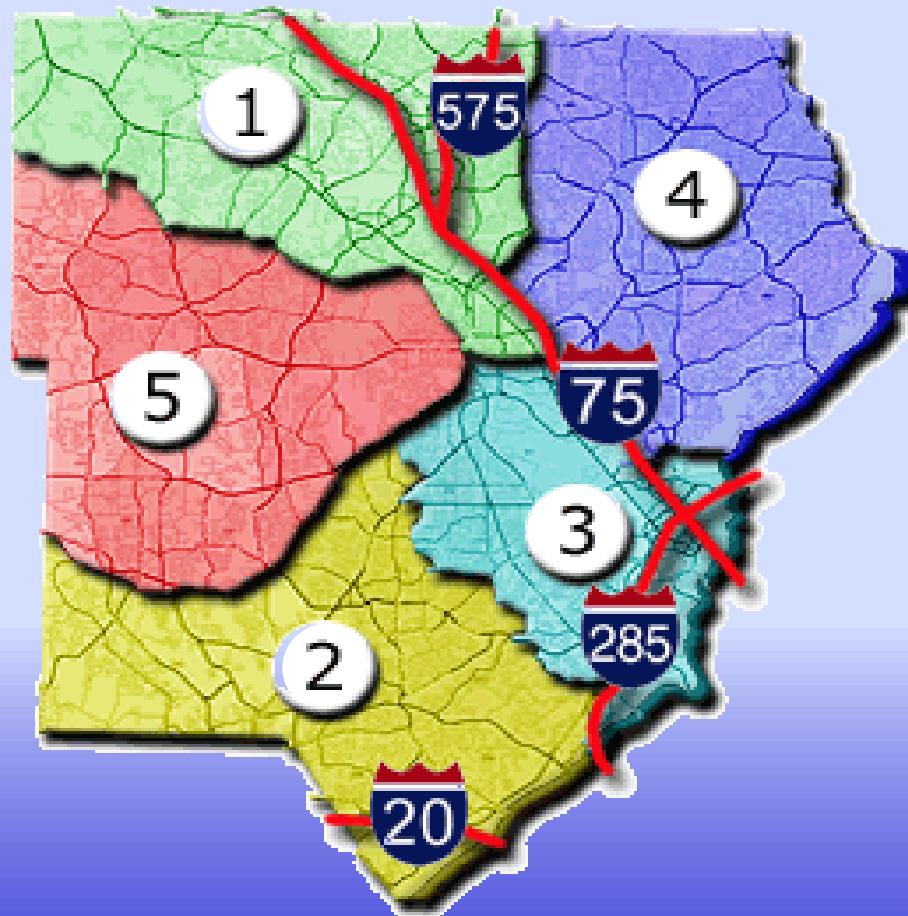
- » Provides Service to the Citizens 24/7 365 days a year
- » Founded in 1924 with only 2 officers
- » 30 Different Divisions
- » 680 Approved Sworn Officer Positions – Total 772
- » 2000-2010 Cobb County Growth Rate Double that of the Nation
- » 2012-2015 Crime Rate:
  - » Homicides ↓ 19%
  - » Forcible Rapes ↓ 15%
  - » Residential Burglary ↓ 26%



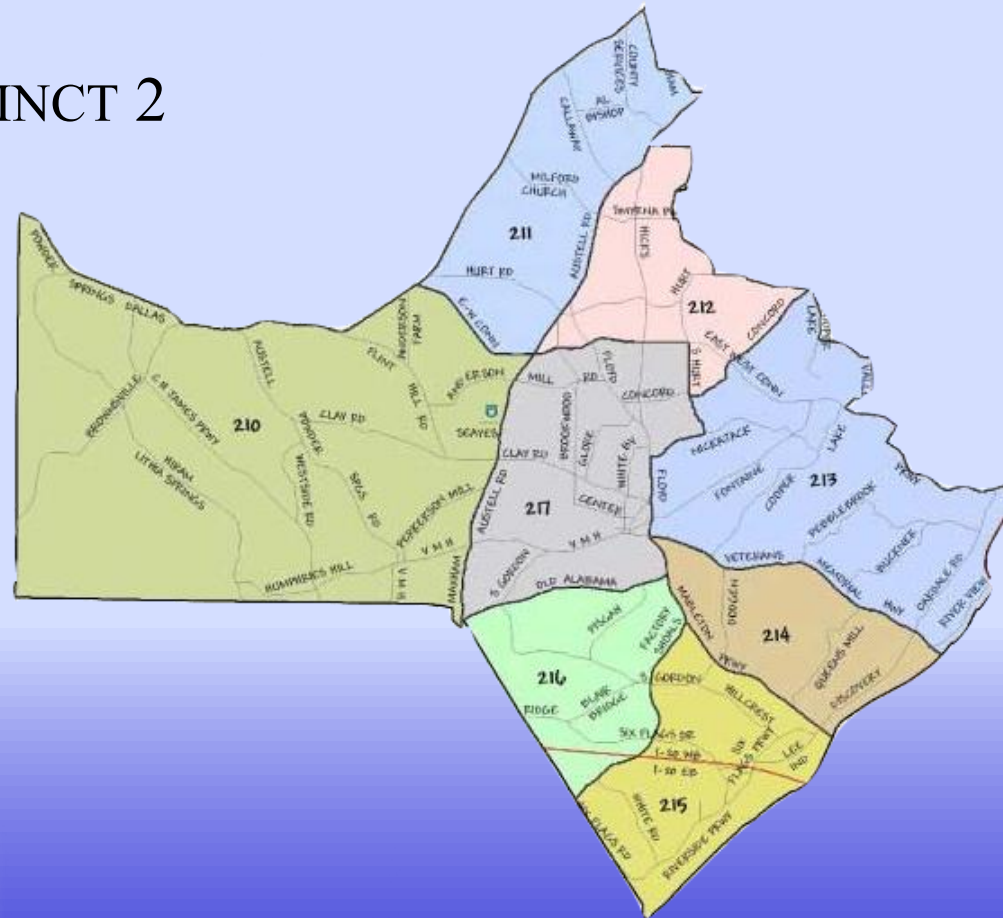
Cobb County Police Department Current  
Organizational Chart – February 1, 2015



# COBB COUNTY POLICE DEPARTMENT

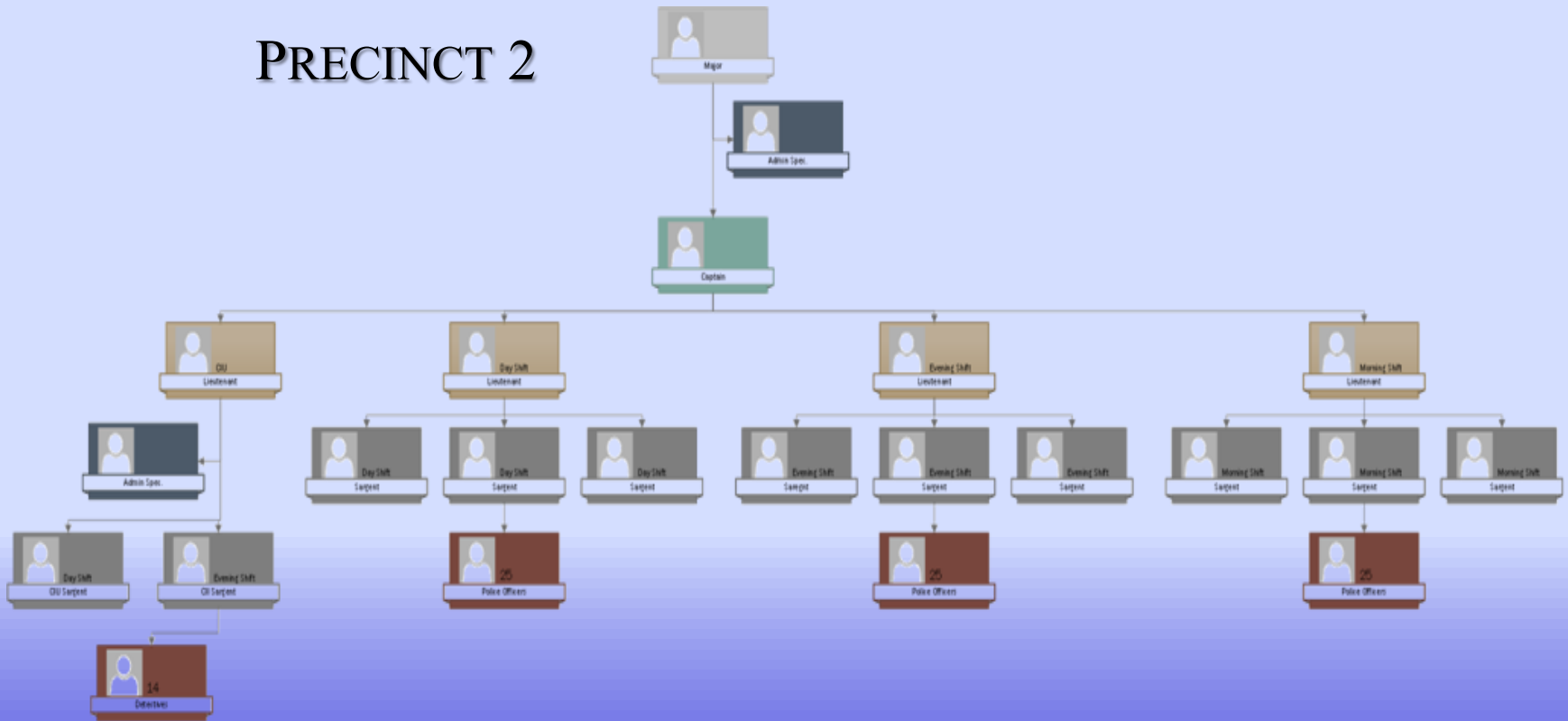


# PRECINCT 2



# COBB COUNTY POLICE DEPARTMENT

## PRECINCT 2





## QUICK ASSESSMENT - Overall

- » GREAT DEPARTMENT, but Trust Issues with some in our community
- » Real or Perceived – DOESN'T MATTER
- » National Issue
- » Views for Corrective Steps Vary Widely
- » COMMON GOAL:
  - » Safety
  - » Security
  - » Justice
  - » Courtesy
  - » Fairness



## QUICK ASSESSMENT - Policies

- » Several policies and procedures need immediate review – bias based profiling, complaint processes, search and seizure, disciplinary policy and procedures as well as body camera policy.
- » More transparency to our community regarding policies, procedures, and processes.
- » Better communications about our DPS departments and the work they are doing on a daily basis



# QUICK ASSESSMENT - Training

## » *Recruiting*

- » Primarily Internal Affairs
  - » Job Fairs
  - » High Schools
  - » Career Day
  - » Colleges
  - » Military
- » Current Employees – lateral program
- » Facebook
- » County Website
- » Billboards
- » Newspaper

Despite efforts, the number of candidates are decreasing



# QUICK ASSESSMENT - Training

## » *Recruit Training*

### » Recruit Training

#### » 20 Week Academy (Twice the State Requirement )

- » 8 Hours Interpersonal Relationships
- » 8 Hours Body Language
- » 24 Hours Judgmental Use of Force
- » 2 hours of Cultural Diversity

#### » 12 Week FTO Program

#### » 6 Week Solo Program



# QUICK ASSESSMENT - Training

## » Annual Training

- » 40 Hours Per Year – De-escalation added this year
- » Conferences
- » Special Training



# QUICK ASSESSMENT – Community Outreach

## » *Community Involvement*

- » CERT
- » PAL- Police Athletic League
- » PENS
- » Citizens Academy
- » Cops and Kids Program
- » Neighborhood Watch Program
- » Touch-A-Truck
- » Explorer Program
- » Partners in Education- Cobb County Schools
- » Block Party/Safety Blitz
- » Careers on Wheels
- » Public Safety Job Fair
- » Cops Curing Kids



# CURRENT QUALITY ASSURANCE PROGRAMS

- » CALEA Accreditation (3 yrs.) 2005 – Only 49 in the state and 654 nationwide
- » GACP Certification 2007
- » Neighborhood Safety Commission 2000
- » Citizens Police Academy 2000



# RECENTLY INITIATED PROCESSES

- » Police Improvement Plan 2013 – 80 additional officers, 10 hour shifts, Safety Equipment, Vehicles, Education Pay, Shift Pay
- » DPS Communication Coordinator 2016
- » Updated Recruiting Process 2015
- » Independent Review of Hiring Process 2015
- » Reviewing the Complaint Policy and processes
- » Reviewing Bias Based Profiling Policy
- » Appointment of Majors at all Police Precincts 2016
- » AIM Software 2016





# RECENTLY INITIATED PROCESSES

## *Meeting with citizens*

- Communications - ensuring two-way communication during and after the assessment, policy transparency, and reporting the good and bad of the department
- Policies – Review of high-risk policies first, design an improved and more user friendly complaint process, and sharing policies on the website.
- Community involvement - community education in what to do when dealing with police, use of force issues, and community involvement with solving problems within the community
- Training -Provide increased diversity training for officers dealing with the public and fair and impartial policing training.



# PLAN GOALS

- » Position county officials, the men and women of the Department, and our community with current information, metrics and an action plan to:
  - » Sustain a safe & secure community
  - » Conduct police services dedicated to:
    - » Integrity
    - » Responsiveness
    - » Accountability
    - » Justice
    - » Public Trust



## PLAN GOALS – *Cont.*

- » Create & sustain creative & constructive partnerships with the community
- » Employ the most contemporary policies & programs
- » Maximize return & value on resources
- » Sustain a stimulating & rewarding work environment



# RECOMMENDATION

- » Have an outside agency with knowledge and experience with police operations, policies, and practices perform a review of the Cobb County Police Department.



# RECOMMENDATION OPTIONS

- » International Association of Chief's of Police
- » Police Assessment Resource Center
- » Independent Consultant Review
- » Local “Task Force” Review - 21<sup>st</sup> Century Policing



# PLAN SCOPE

- » Assess the Policing Environment
- » Administer Workforce and Community Surveys
- » Conduct Interviews
- » Policing Characteristics & Trends
- » Mission, Goals, Objectives & Values
- » Policing Style
- » Crime & Crime Workload
- » Organization



## PLAN SCOPE – *cont.*

- » Projected Staffing Requirements & Resource Leveraging
- » Community Services – Patrol, Traffic & Investigations
- » Crime Prevention & Fear Reduction
- » Human Resources
- » Career Development
- » Information Management
- » Communications



## PLAN SCOPE – *cont.*

- » Citizen Oversight/Review
- » Resources & Resource Management
- » Crime Analysis & Data-Driven Policing
- » Professional Standards & Trust Building
- » Management Support
- » Legal Support
- » Policy Review





## Moving Forward

- » Evaluate Costs – estimated \$95,000
- » Evaluate Timeline – 4 to 6 months
- » Evaluate References
- » Evaluate Applicability
- » Bring forward an agenda at the February 9, 2016, BOC meeting to initiate the plan.
- » Deadline of May 24, 2016, may not be met, but status updates can be given.



# QUESTIONS?

